

Hybrid organization: How it works?

Siti Widharetno Mursalim^{1,2,*}, Nina Karlina¹, Entang Adhy Muhtar¹, Sawitri Budi Utami¹

¹ Department of Public Administration, Faculty of Social and Political Sciences, Universitas Padjadjaran, Bandung 40135, Indonesia

² Department of State Development Administration, Politeknik STIA LAN Bandung, Bandung 40115, Indonesia

* Corresponding author: Siti Widharetno Mursalim, siti21069@mail.unpad.ac.id

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Abstract: This research was conducted to find out how a hybrid organization concept can be applied to various types and scopes of organizations. There are several things becoming the main focus in this hybrid organization research, namely to find out the extent to which the development of hybrid organizations in its practice when implemented and to find out what types of logic are used by various organizations in implementing hybrid organizations. The findings of the study showed that the concept of hybrid organizations has developed widely in the theory and practice of managing an organization. The concept of hybrid organizations has even been used by several sectors/fields of organizations, including small business organizations, construction projects, social enterprises, government companies, and even universities. This research concludes that the concept of a hybrid organization can be applied to various types & lines of organization because it is generally translated into the same concept in its application. However, some differences are characterized by the use of logic that each organization has that underlies the application of the hybrid organizational concept.

Keywords: hybrid organization; model business; logic; organization locus; organization implemented

1. Introduction

The development of organizational needs requires many changes in all areas, one of which is adjustments in the form of the organization (von Kutzschenbach and Daub, 2020). The organization is a social entity that works together, with a clear structure and goals to achieve (Robbins and Timothy, 2011). Organizations can be in the form of companies, government, non-profit or other institutions that operate to achieve goals through structured and coordinated activities (Daft, 2011). So, they can be categorized into public, semi-public/private and private organizations. In fact, public organizations are government organizations that tend to be non-profit, semi-public/private organizations are usually managed by the government, whose implementation uses business principles in private organizations, while private organizations are owned by non-governmental organizations that tend to be profit-oriented (Karré, 2022; Kicová and Poniščiaková, 2021; Raharjo and Eriksson, 2019). To adapt to increasingly complex organizational needs, organizations can no longer have one organizational form (Kahar, 2018). The increasing complexity of the organizational climate raises difficulties in determining organizational values, mainly because of the pluralism of values inherent in organizational goals, such as market, financial, economic, social, and public values (Lutfim, 2022). Organizations increasingly face demands to combine competing concepts, such as profitability and social responsibility or public and private, showing a paradigm shift in organizational value creation (Suryanto et al., 2017). In the end, the organization must adapt by

combining several logical thinking and functions that can solve multi-aspect problems (Ferilli and Esposito, 2013). Finally, the concept of a hybrid organization emerged as a unique one combining several elements (Haigh and Hoffman, 2012) for organizational development to achieve goals (Gulbrandsen, 2011).

Research on hybrid organizations has grown significantly in recent years (Kumar Hota et al., 2022; Mair et al., 2015; Smith and Besharov, 2019). Several studies have also tried to explore these organizations (Battilana and Lee, 2014) and found challenges faced by hybrid organizations that could arise, including tensions and potential conflicts between the logic embodied by hybrid organizations (Glynn and Abzug, 2002). This is due to diverse value-creation processes and various institutional arrangements (Pandey et al., 2021). The merging of public and business interests can be associated with various values, including various operational forms and complex organizational structures. In practice, some adopt operational models such as outsourcing, contracting out, and public-private partnerships (PPP) as part of efforts to improve organizational performance and efficiency (Caperchione et al., 2017), one example of which is state-owned companies (Giosi and Caiffa, 2020; Wright et al., 2022). Many studies have been conducted to explore the application of the hybrid organization concept to several organizational models. However, there is still a lack of research that tries to explain how the hybrid organization concept can be applied in a complex manner to various types of organizations, both public, private and semi-private/public (Gulbrandsen et al., 2015; Jacobsen, 2021; Krøtel and Anders, 2015). Apart from that, there is a lack of research that examines how hybrid organizations become an organizational framework that is able to support the role of government institutions so that they can run according to their capacity and ability to achieve goals. Therefore, many government organizations are starting to adopt flexibility in their structures by incorporating public and private logics in their management so that governments become more responsive to community demands, more efficient in providing services, and more innovative in solving public problems (Bertot et al., 2013; Kickert, 1977).

Based on such arguments, research is needed to explain this concept comprehensively. From the current research, there is a void regarding research regarding its implementation. However, the application of this model in the context of government institutions needs to be studied comprehensively. For this reason, this article will try to map hybrid organizations from various organizational characters, both public, private and semi-private/public, to find out and compare the concept, logic and business model of hybrid organizations between the public and private sectors which have different orientations and characters (Sargiacomo and Walker, 2022). In addition, the trend toward more hybrid organizations is evident in almost all countries, and research on these organizations is complicated by the many different definitions and interpretations (Zainullah et al., 2020). As noted by Koppell (2003), many experts have observed the existence of quasi-governmental organizations that do not fit the definition, so through this research, we will try to explore what a hybrid organization is and how it works so that we have a model for handling the potential for conflict between opposing logic, including public, private, environmental and economic logic in a hybrid organization which is expected to be able to transform organizations become agile organizations (Zasa et al., 2021).

Through this research, we will explore how to implement a hybrid organization systematically to provide an understanding of how a hybrid organization is clearly defined in various scopes, how a hybrid organization is implemented (at what organizational locus), the type of logic and business model that underlies a hybrid organization, summarizes the main research results in hybrid organizational studies over the last 13 years and outlines the limitations of research related to hybrid organizations. This review aims to obtain a systematic working system of hybrid organization implementation. This review focuses on the following research questions:

- 1) How is a hybrid organization clearly defined in various scopes?
- 2) How is a hybrid organization implemented (at what organization locus)?
- 3) What type of logic and business model underlies a hybrid organization?
- 4) What are the main research findings in hybrid organizations?
- 5) What are the limitations of research on hybrid organizations?

2. Materials and methods

A systematic review was conducted to define the concept of hybrid organization. Five research questions were conducted to better present research on hybrid organizations and provide an unbiased summary and interpretation of the findings (Lutfim, 2022). This review is based on the systematic literature review guidelines provided by Kitchenham and Charters (Kitchenham, 2007) and García-Penalvo (García-Penalvo, 2017) and uses the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) method. The literature search was carried out in February 2024.

At the beginning of the review, the research question should be clearly defined as the objective to be answered. The databases selected for the search are then specified, and the search keywords, criteria followed for evaluation and study selection. Finally, we introduce the publications included at the end of the process. Specifically, this process is structured into three main phases: selection, identification, and synthesis (Gough et al., 2019), which are depicted in the identification, screening, eligibility, and inclusion stages in PRISMA.

2.1. Search strategy

The SCOPUS electronic database was chosen to conduct this systematic literature review. Scopus was selected as the primary database of international multidisciplinary academic literature (Chadegani et al., 2013). The selected terms were searched for in the paper's title, keywords, and abstract. In this systematic review, the search keywords from electronic databases and the limitations chosen are as follows:

TITLE-ABS-KEY ("hybrid organization") AND (EXCLUDE (SUBJAREA, "ENGI") OR EXCLUDE (SUBJAREA, "COMP") OR EXCLUDE (SUBJAREA, "ENER") OR EXCLUDE (SUBJAREA, "MATH") OR EXCLUDE (SUBJAREA, "EART") OR EXCLUDE (SUBJAREA, "MATE") OR EXCLUDE (SUBJAREA, "PHYS") OR EXCLUDE (SUBJAREA, "NURS") OR EXCLUDE (SUBJAREA, "BIOC") OR EXCLUDE (SUBJAREA, "Undefined") OR EXCLUDE (SUBJAREA, "VETE") OR EXCLUDE (SUBJAREA, "PHAR") OR EXCLUDE (SUBJAREA,

“IMMU”) OR EXCLUDE (SUBJAREA, “CHEM”) OR EXCLUDE (SUBJAREA, “MEDI”) OR EXCLUDE (SUBJAREA, “PSYC”) OR EXCLUDE (SUBJAREA, “HEAL”) AND (LIMIT-TO (DOCTYPE, “ar”)) AND (LIMIT-TO (PUBSTAGE, “final”)) AND (LIMIT-TO (SRCTYPE, “j”)) AND (LIMIT-TO (LANGUAGE, “English”)) AND (LIMIT-TO (OA, “all”)).

To determine research keywords and limitations, the research excluded several subject areas to be more focused on topics related to the subject areas of social science, business and management to ensure consistency and relevance with the researched issues related to hybrid organizations in the context of public, semi-public/private and private organizations. Meanwhile, the excluded subject areas are more directed toward natural science, psychology, health, and computers, which are less relevant to this research (Gulbrandsen et al., 2015; Hall, 2006).

2.2. Study selection

The study selection process is an iterative and incremental process divided into several stages with different activities carried out. The search was conducted to obtain the latest trends and research results regarding hybrid organizations. The initial search results yielded 996 articles.

2.2.1. Inclusion and exclusion criteria

The following inclusion and exclusion criteria (**Table 1**) were established to search for and select relevant studies to obtain answers to the research questions posed (García-Peñalvo, 2017). Inclusion and exclusion criteria were applied in this study. Inclusion and exclusion criteria were validated to obtain research results in line with the research questions. The 996 articles obtained from the SCOPUS database were then reviewed based on inclusion and exclusion criteria, resulting in 202 articles. The Data can be shown in **Table 2**.

Table 1. Inclusion and exclusion criteria.

Inclusion Criteria	Exclusion Criteria
Studies related to current topics in hybrid organization	Studies not related to current topics in hybrid organization
Articles published between 2010–2023	Articles not published between 2010–2023
Articles are open access	Articles are not open access
Articles not come from these subject areas: engineering, computer science, energy, mathematics, earth and planetary sciences, materials science, physics and astronomy, nursing, biochemistry, veterinary, pharmacology, immunology, chemistry, medicine, psychology, health professions	Articles come from these subject areas: engineering, computer science, energy, mathematics, earth and planetary sciences, materials science, physics and astronomy, nursing, biochemistry, veterinary, pharmacology, immunology, chemistry, medicine, psychology, health professions
Type of documents are articles	All type of document except articles
Type of articles that have entered the final publication stage	All Type of articles that have not yet entered the final publication stage
Source type is from journals	All source type except journals
Articles use English	All articles are not in English

2.2.2. Quality criteria

Articles that met all inclusion criteria and did not meet exclusion criteria were reviewed thoroughly to decide whether they met the characteristics and quality

criteria. In this review, the quality criteria are focused on the scope of hybrid organizations, research objectives, research methods, research samples, answers to research questions, research conclusions, research limitations, and recommendations for the future development of hybrid organizations. The quality criteria are presented in the form of questions in **Table 2**. From this step, 996 articles were selected according to the research criteria, resulting in 202 articles. After that, they were selected again based on their relevance to the topic discussion until 42 articles were obtained and further analyzed to answer the research questions. This data extraction procedure is represented through the PRISMA flow in **Figure 1** (Liberati et al., 2009).

Table 2. Quality criteria.

Quality Criteria	
(1)	Is there any information about the hybrid organization concept?
(2)	Is there information about the research methods?
(3)	Are there any research methods or types used in the research?
(4)	Does the research generate any strategies or models?
(5)	Are there answers to the research questions?
(6)	Are there any recommendations for further research development?

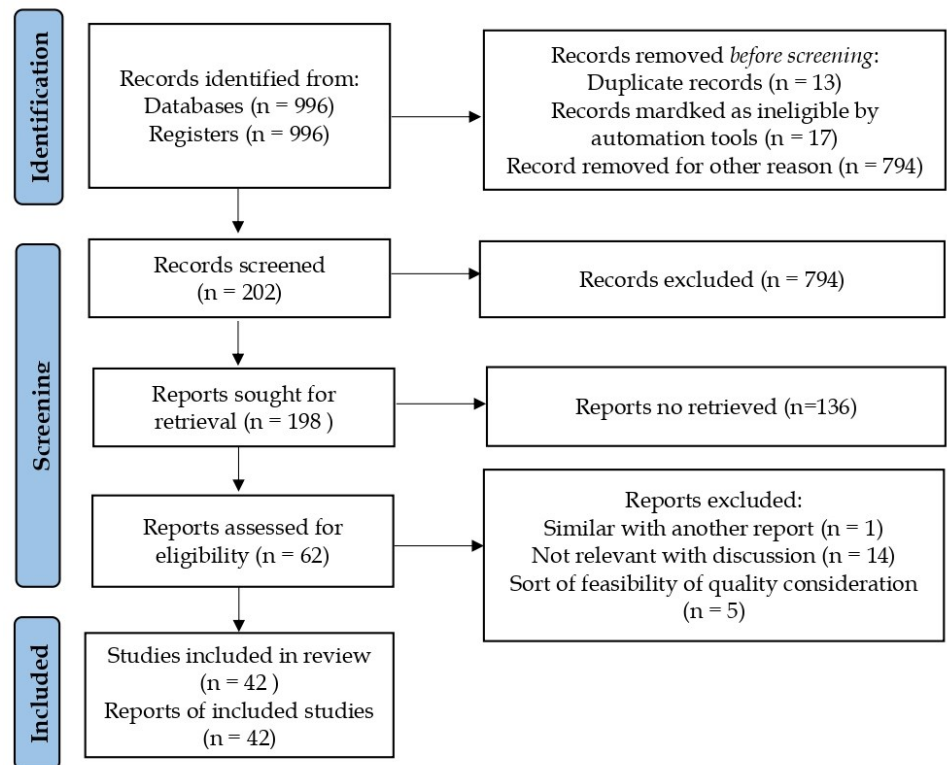


Figure 1. PRISMA flow: Data extraction procedure.

2.2.3. Synteshis method

The synthesis method used in this research is meta-analysis. Meta-analysis combines and analyzes data from various relevant studies to produce better findings and obtain a quantitative summary (Egger et al., 1997). In meta-analysis, data from

multiple studies is collected, synthesized, and analyzed providing a deeper understanding of the research topic presented in the table in the discussion section. Initial data was processed using Excel by mapping based on title, author’s name, year of publication, journal, organizational locus, model, method and research objectives. Then, screening is carried out to determine its relevance. After that, 42 relevant articles were collected. A summary of the characteristics of the selected articles can be seen in **Table 3**. It is known that most of this research was located in the United Kingdom (32.2%) with the highest number of publication by 73.8% in 2017–2020 using qualitative methods.

Table 3. Summary of the characteristics of the included studies ($N = 42$).

Publication year	2017–2020	$N = 31$ (73.8%)	2021–2024	$N = 11$ (26.2%)
Location	UK	10 (32.2%)		
	USA	4 (12.9%)		
	Italy	4 (12.9%)	UK	2 (18.1%)
	Norway	2 (6.4%)	Italy	2 (18.1%)
	Switzerland	1 (3.2%)	Netherland	3 (27.2%)
	Finland	3 (9.6%)	Germany	1 (9%)
	China	1 (3.2%)	Finland	1 (9%)
	Sweden	2 (6.4%)	Norway	1 (9%)
	Netherland	2 (6.4%)	Japan	1 (9%)
	Canada	1 (3.2%)		
Australia	1 (3.2%)			
Method	Qualitative	31 (73.8%)	Qualitative	11(26.2%)

3. Results and discussion

3.1. How is a hybrid organization clearly defined in various scopes?

Based on the literature review results, the definition of a hybrid organization is articulated differently in forms/purposes, but most agree that a hybrid organization involves various stakeholders, pursues many and often conflicting goals, and engages in different or inconsistent activities (Besharov and Smith, 2014; Mair et al., 2015). The term “hybrid organization” is used to combine elements of the for- and non-profit sectors, maintaining a mix of mission- and market-oriented practices and addressing economic, social, and environmental issues (Battilana et al., 2017; Shafna et al., 2023). The concept of hybrid organization also refers to social organizations (social enterprises) with a dual mission, namely being responsible for simultaneously providing financial and social results (Granados et al., 2017). Such a concept is considered in mixed organizations with financial and social objectives, and social entrepreneurs must balance competing logic in terms of governance, stakeholders, and outcomes when considering organizational design and structure (Addae, 2013). The hybrid organization concept can also be part of the creation of organizations that combine commercial and ecological goals, and utilize the founder’s identity in the context of organizational development (Schoon et al., 2017).

In other words, a hybrid organization refers to an organization, such as a research institute, that is caught between two cultures with different values. This organization exists in two main dimensions: science-non-science and public-private (Gulbrandsen,

2011). In addition, hybrid organizations can be seen as a new form of organization that not only competes on the quality of goods, but also the ability to bring about positive social and environmental change (Buccino and Stefania, 2019). Hybrid organizations can also take various forms, including social businesses, benefit corporations, cooperatives, and social enterprises (Doherty et al., 2014). The primary purpose of a hybrid organization is to create a positive impact on society or the environment while maintaining financial sustainability. Hybrid organizations also typically pursue a double or triple bottom line, meaning they measure their success based on social, environmental, and financial outcomes (Doherty et al., 2014) This is because the ability of hybrid organizations to establish relationships with various stakeholders, including government agencies, broadcasting institutions, and educational institutions, can help strengthen their impact and reach in promoting sustainable practices (Alexius and Furusten, 2020).

In practice, hybrid organizations combine several different organizational forms and institutional logics (Gillett et al., 2019), then deviate from the standard conditions of the legal and social framework, and finally create new forms. As a result, they face unique organizational and managerial challenges, thus becoming “potential for creativity” (Battilana and Lee, 2014). The concept of the hybrid organization itself has been adopted to describe different collaboration configurations in various sectors, such as networks and hierarchies, government and business, academia and markets, and healthcare. By reaching the boundaries of the private, public and non-profit sectors, hybrid organizations can bridge institutional fields and face conflicting institutional logics (Haigh and Hoffman, 2014) both public and private (Gillett et al., 2019) such as the Scuola Grande in San Rocco, operate through multiple logics, including devotional, private, and public logics (Lusiani et al., 2019), including various organizational efforts to combine elements from the charity sector and the business sector to achieve a balance between social goals and financial sustainability to create business models that are more responsive to changes in the external and internal environment, such as social enterprise (Henderson et al., 2018).

Based on the literature review, the hybrid organization also refers to organizations operating within the traditional boundaries of the public, private, and civil sectors. Hybrid organizations combine elements from various institutional logic, such as state, market, and civil society logic, to achieve their goals (Vickers et al., 2017). The concept of a hybrid organization is also described as a project organization, which measures a hybrid organization as an entity that combines activities, structures, processes, meanings and organizational forms from various fields (Gamble et al., 2020).

Based on several definitions that define the understanding of a hybrid organization, it can be seen that the definition of a hybrid organization clearly shows different forms/goals. Hybrid organizations exist in two main dimensions: public and private dimensions. The concept of the hybrid organization itself has been practically adopted to describe different configurations in various fields, such as networks and hierarchies, government and business, science and markets, and health services.

3.2. How is a hybrid organization implemented (at what organization locus)?

The concept of hybrid organization has reached various parts of the world, the application of hybrid organization has developed from year to year and has penetrated almost all organizations, from government institutions, universities, the private sector, small enterprises to social organizations (Ambos et al., 2020; Lusiani et al., 2019), both in health, environmental and social services (Karré, 2022) which can be seen in **Table 4**.

Table 4. Locus of the application of hybrid organization.

Locus	Total	Source
Small Enterprise	4	Banteng, Ambos TC, Bauwens, Sargiacomo
Housing project	2	Gillet, Xing Y
Infrastructure Project	2	Metinheikki, Villani
Charity Organization	2	Lusiani, Henderson
Social Enterprises	3	Granado, Jacobsen, Bergfeld
Government Enterprises	4	Olsen TH, Karre, Smith, Sarku
Government Health Institutions	1	Vickers
University	2	Kleimann

Several literature reviews explain that the hybrid organization concept in non-profit organizations plays a significant role in providing public services and representing citizens' interests. This hybridization of non-profit organizations is part of a movement in non-profit and public management, reflected in changes of organizational form, such as health services which change their organizations to become public service bodies or universities to become legal entity universities which can carry out business functions simultaneously with public functions (education). The implications for changes in organizational forms also require various partnerships, networks and public-private collaborations (Denis et al., 2015; Peng, 2019). These arrangements can range from very informal relationships between staff at various organizations to formal, binding agreements between organizations such as government contracts with nonprofit organizations and "design-build" agreements between the government and large non-profit construction companies. Hybrid organizations emerge from partnerships between various parties, such as governments, private companies, and perhaps also non-profit organizations, to achieve certain goals (Sargiacomo and Walker, 2022). Along with the continuum between informal and formal agreements, there are a variety of possibilities (Bassi, 2010; Bovaird, 2004; Boyfield et al., 2006; Donahue and Zeckhauser, 2011; Justice and Skelcher, 2009; Skelcher, 2005).

Hybrid organizations are also a medium for multi-party alliances that can be formed temporarily so that they can respond to various external demands from bureaucratic state logic and corporate market logic, as well as to relieve internal tensions caused by different professional logics (Matinheikki et al., 2019). This review is in line with findings from research which found that the hybrid organization concept led to Public-Private Partnerships (PPPs), which is a form of hybrid organization

implication that involves collaboration between the public and private sectors in the provision of public services or infrastructure projects (Villani et al., 2017). PPPs are considered attractive because they combine different organizational logics or cultures from the public and private sectors in a “hybrid” organizational form (Waring and Bishop, 2018). PPPs involve formal partnerships between non-profit organizations and governments in the provision of public services, through a combination of resources and involvement from the public and non-profit sector nirlaba (Smith, 2010). However, PPPs are considered a hybrid organizational form built intentionally by the parties involved, but only temporary for specific project (Zhu et al., 2022) and do not change the form and structure of the organization permanently. The disclosure of the hybrid organization concept also occurred in the higher education relations group. Universities see the relationship between universities and external stakeholders as not a simple one-way process where universities serve customers and apply their academic research into industry to be utilized and implemented (Jongbloed, 2016). As a result, semi-privatization emerged in the form of university organizations so that they could commercialize their research products and facilitate the collaboration process in their activities (Cheah et al., 2019).

Hybridization in non-profit organizations is also an indication of widespread interest in social entrepreneurship, which has led to many organizations of non profit and commercial oriented (Bornstein, 2007; Brandsen et al., 2005; Elkington and Hartigan, 2008; Evers, 2005; Foster and Bradach, 2005; Goldsmith, 2010; Sampong, 2015; Shafna et al., 2023). One example is the hybrid multinational organization (MHO) in Latin America. MHO is a type of organization that is characterized by a combination of social and commercial objectives. Initially, the organization was founded as a group of decentralized philanthropic ventures aimed at promoting sustainable development for micro and small businesses in Latin America. Therefore, hybrid organizations can also operate to balance creating social value and achieving economic stability (Bergfeld et al., 2021).

Over time, this organization developed into a provider of consulting services for multinational companies interested in making these micro and small enterprises reliable business partners and suppliers (Ambos et al., 2020). This happens by combining economic, social and environmental objectives in their core activities. Thus, these hybrid organizations have dual goals and multiple logics, including business and economic aspects (Bauwens et al., 2019). Hybrid organizations are also used to analyze the roles and interactions between government organizations, business and civil society (Sarku et al., 2021).

3.3. What type of logic and business model underlies a hybrid organization?

The form of organizational logic in the context of hybrid organization can vary depending on the approach taken by the organization in responding to different institutional (Schildt and Perkmann, 2016). There are various types of logic and business models in hybrid organizations, which are supported by a balance between socio-economic and environmental considerations (Granados et al., 2017) Various logics are mixed in organizations, including institutional logics, devotional, private

and public logics in Venice charity institutions (Lusiani et al., 2019), and social and business logics in Scottish government charity organizations (Henderson et al., 2018).

Hybrid organization business models are complex interactions between social and economic considerations, often requiring unique organizational design and management approaches (Pache and Santos, 2007). Hybrid organizations reflect a combination of the principles and mechanisms of public, new market, social, and professional organizations (Gore et al., 2020). The hybrid organization explains hybrid processes in organizations, identifying specific patterns of logical combinations and their determinants, providing insight into how hybrid organizing models can be sustained. This highlights the need for selective incorporation in response to competing institutional logic in hybrid organizations. The hybrid organization model used is an approach that combines elements from business organizations and non-profit organizations. This concept reflects (Granados and Rosli, 2020) four different characteristics of social enterprise organizations, namely Public Sector Social Enterprises (PSSE), Entrepreneurial Non-Profits (ENP), Social Co-operatives (SC), and Social Businesses (SB) (Banteng, 2019).

The study (Doherty et al., 2014) emphasized the importance of understanding social enterprises as hybrid organizations, which provides an avenue for advancing the understanding of human resource management within such entities. This underscores the importance of integrating social and economic considerations into organizational design and management of hybrid organizations. To understand social entrepreneurship as hybrid organizations, it is important to integrate social and economic considerations into the organizational design and management of hybrid organizations. Although Granados (2020) emphasized that hybrid organizations such as social enterprises face different problems in managing their knowledge related to their hybrid mission, which includes social and economic goals, this suggests that the logic underlying hybrid organizations involves a balance between social and economic considerations, thereby requiring different approaches to decision making and resource allocation.

A hybrid organizational model combining elements from the charity and the business sector (social enterprise) national charities can be seen in Scotland, which provides social services to children with complex needs, including care and support services. The organization initially operated as a charity providing services under a block contract from the local government. However, with the Personalization of Services (SDS) policy, this organization experienced a strategic shift towards a social enterprise model (Henderson et al., 2018). Hybrid organizations operating between social and commercial logics face challenges in paradoxical leadership skills, so the ability to adapt, innovate, and communicate effectively becomes critical to the success of hybrid organizations (Al Taji and Bengo, 2019).

Another model is the multinational hybrid organization (MHO) model, which analyzes the relationship between headquarters and subsidiaries in the context of organizations in Latin America. The MHO model combines elements of social and commercial organizations, reflecting dual objectives involving both social and commercial aspects in its strategies and activities (Ambos TC). The Norwegian National Statistics Institute found another model in the concept of hybrid organizations, which includes four different types of organizations: Pure Private, Semi

Public and Private, Pure Public, and Hybrid Organizations (Jacobsen, 2021).

Public sector organizations face ever-increasing health and social service needs coupled with huge resource constraints, driving interest in innovative responses to these challenges. Public service innovation remains poorly understood, especially when innovators must adapt to the norms, practices, and logic of the public, private, and civil society sectors. These organizations are concrete examples of hybrid organizations that exist between the institutional logics of the state, the market, and civil society. The hybrid organization model used is a social enterprise (SE) organizational model operating in the health and welfare services sector in the UK. They have the dual goal of providing services that benefit society while operating efficiently and financially sustainable (Vickers et al., 2017). **Table 5** below presents the types of logic found in hybrid organizations.

Table 5. Logic types in hybrid organizations.

Logic Types	Total	Source
Social and Economic/Business	8	Granado, Banteng, Henderson, Ambos TC, Komatsu C, Doherty, Reynold, Vesallo
Public and Private	8	Olsen TH, Gillet, Karre, Mangen, Rosser, Zollo, Kimura, Siwalle
Devotional, Private, dan Public	2	Lusiani M, Smith
State/Public, Market and Civil Society	4	Vickers, Schildt, Gore, Dalpiaz

The concept of a hybrid organization in the context of social innovation can be formed through various corporate legal forms, such as cooperatives, social companies and non-profit organizations (Komatsu Cipriani et al., 2020). Hybrid social organizations are structures and practices that combine value elements from two or more sectoral categories (Doherty et al., 2014) from that, hybrid organizations can be interpreted as organizations with dual goals, namely to achieve positive social or environmental change and generate profits (Reynolds and Holt, 2021). The concept also refers to an organization that operates between the public and private sectors, where the organization must combine various goals, values, obligations, identities, and cultural orientations that may conflict with different institutional logics (public, private, and third sectors).

The hybrid organization concept also refers to organizations that face and combine different institutional logics, such as commercial, professional and bureaucratic logic (Mangen and Brivot, 2014). A hybrid organization also refers to a combination of identities, forms, logic, or other core elements that would not normally be together (Smith and Besharov, 2019). Hybrid organizations inherently exist in a gray area between the public and private sectors, and must overcome unique challenges that arise from the interaction between different institutional logics. In this context, hybrid organizations must adapt to potentially conflicting pressures from private and collective action, which can generate conflict between them (Caperchione et al., 2017). This concept also plays a fairly central role in expanding social innovation in bottom-of-the-pyramid markets, taking into account factors such as the level of market development and social diversity (Vassallo et al., 2019).

The logic of the hybrid organization concept can also be identified into 4 (four) different types of private organization stakeholders: balanced, mixed commercial,

commercial, and single social welfare entrepreneurs (Kimura, 2021). This is in line with the form of organization that combines elements from the non-profit sector and the for-profit sector in a business and operational model that is part of a hybrid organization (Siwale et al., 2021). In research conducted on organizational forms, Alessi even found a combination of industrial/business logic with cultural logic in their organizational form to develop recombinant strategies in creating superior power products (Dalpiaz et al., 2016).

Based on the type of hybrid organization logic, it can be concluded that various types of organizations can adapt the hybrid organization concept. In the context of social innovation, hybrid organizations can be formed through a combination of different kinds of business, such as cooperatives, social enterprises and non-profit organizations. Adaptation to this type of business can be described in a structure and practice that combines value elements from two or more sectoral categories. The concept of a hybrid organization also refers to organizations that face and combine different institutional logics, such as commercial logic, professional logic and bureaucratic logic. Such adaptation can be done by combining identity, form, logic, or other core elements that would not normally be together. Therefore, hybrid organizations have played a fairly central role in expanding social innovation in bottom-of-the-pyramid markets, taking into account factors such as the level of market development and social diversity.

3.4. What are the main research findings in hybrid organizations?

Social enterprises (SEs) tend to focus on informal Knowledge Management (KM) practices that are based more on interactions between individuals than (Granados and Rosli, 2020). The research found that the complexities that emerge in these hybrid collaborations are primarily due to differences in organizational size and available resources, as well as the different priorities and logic of the participants. However, this complexity was reduced through a series of factors that ultimately enabled the collaboration to be successful. These findings provide new insights into how hybrid organizations can collaborate at the local level and in multi-organizational relationships and how tensions in such collaborations can be manifested and overcome (Gillet AA). From this research, several important findings were identified, including:

- a) Three main logic identifications (devotional, private, and public) that reflect various interests (spiritual, material, and social) and relationships with multiple stakeholders (Church, charity members, State, and civil society).
- b) Emphasis on the importance of governance and accounting in bringing together the parallel demands of various institutional logics.
- c) Emphasis on the use of hybrid spaces by organizations to interact with various institutional logics (Lusiani et al., 2019).

There are findings from the hybrid concept, which differentiates types of organizations based on business orientation, rationality and related ethical commitments. These findings show that an organization's diversity with a social and profit orientation can be the key to creating a hybrid organization. Teams composed of members who have been socialized to different institutional logics tend to develop practices consistent with those logics' considerations. This can result in imprinting

hybridity in the organization formed by the organization. Therefore, the diversity of organizational members and individual social networks tends to support the emergence of hybrid organizations (Dufays and Huybrechts, 2015). Apart from that, there are also findings in the context of organizational changes in social/philanthropic organizations that develop into hybrid organizations. Ambos (2020)'s research demonstrated that mature organizations that have a complex business focus so that they are oriented towards commercial profits and social goals do not experience strategic transformation of the organization as a whole, thus potentially affecting exposure to interrelated conditions at the core of its strategy (Ambos et al., 2020). The following are several characteristics of the Social Enterprise (SE) organizational form that can be found in social companies:

- a) Dual purposes, SE organizations have a dual purpose: to provide services that benefit society while operating efficiently and financially sustainably. They not only focus on profitability but also on social impact and community welfare.
- b) Flexible organizational structure, SE organizations tend to have more flexible organizational structures than traditional ones. They may have participative decision-making mechanisms, allowing employees to contribute to innovation and service development.
- c) Partnerships and networks, SE organizations often collaborate with various parties to achieve their goals, including governments, non-profit organizations, and the private sector. They leverage partnerships and networks to expand social impact and create innovation.
- d) Transparency and accountability, SE organizations tend to emphasize transparency and accountability in their operations. They may have reporting mechanisms that enable them to monitor and evaluate the social impact of their activities.
- e) Innovation and flexibility

SE organizations are often known for their innovation and flexibility in responding to changes in the environment and societal needs. They can quickly adapt to change and create new solutions to complex problems (Vickers et al., 2017).

Furthermore, hybrid organizations from a social enterprise perspective highlight that funding decisions from public sector commissioners significantly impact the organization's ability to innovate (Vickers et al., 2017). While funding can be a source of innovation, it can also be challenging to justify in an era of tight public sector budgets. A leader figure has an essential role in encouraging innovation that is oriented towards public benefits by involving small organizations in the tender process and using assessment criteria that reward social value and related innovations. Based on this, the interaction of different logics, although it may cause tension, can contribute to alternative ways of mobilizing resources for constructive purposes. To prove this, Vickers (2017) also analyzed specific service and organizational innovations, aligned with his research to fill the research gap on innovation related to the public domain, as well as providing an understanding of the interaction of logics both within organizations and in their relationships with external actors, especially public sector commissioners who fund services (Vickers et al., 2017). However, reflecting on the findings from Karre (2023), we discussed the six dimensions of hybrid organizations. The six main dimensions of organizational hybridity have characteristics that mutually

influence each other, namely:

- a) Ownership, this dimension relates to who owns the organization, whether private or public. Private shareholders generally own private organizations, while public organizations are owned by the state (and to a greater extent by citizens). This dimension includes influential powers regarding authority between whole government and private ownership.
- b) Activity, this relates to the type of activities carried out by the organization, whether it focuses on public tasks or commercial activities. Public organizations generally focus on public tasks carried out on behalf of the government, while private organizations deal directly with users and are profit-oriented. Meanwhile, if it is related to a hybrid organization, it will have a mix of clients because it carries out various activities.
- c) Funding, this dimension is related to the organization's funding sources. Private organizations obtain funding sources through commercial activities, while public organizations obtain funding from the government through taxes and levies. There is a difference between income generated from commercial activities and income received from the government. However, in the context of hybrid organizations, they usually have sources of income that combine aspects of funding from the government and profits obtained.
- d) Value orientation, this includes the underlying values of an organization, such as profit or public service orientation. Public organizations tend to have a public service orientation, while private organizations tend to have a profit orientation. A hybrid organization will mix these values.
- e) Strategic orientation, this dimension is related to the organization's strategic orientation, whether the organization is more oriented towards commercial or public goals. Of course, a private organization will be commercial in nature, and a public organization will be service in nature. Whereas a hybrid organization will have a mixed strategy that reflects this dual orientation.
- f) Autonomy, this is related to the level of autonomy/authority of an organization in making strategic and executive decisions. Public organizations often have less autonomy than private in making strategic and executive decisions. Meanwhile, hybrid organizations have mixed characters when utilizing their authority.

Apart from that, in developing a hybrid organizational concept, comprehensive knowledge is needed to design and adopt the hybrid organization concept. Zollo et al. (2023) stated that there are three organizational design strategies that hybrid organizations can adopt to overcome pressures originating from internal and external stakeholders, namely integration, separation and selective merger:

- a) Integration strategy, this strategy is a combination of two/more types of organizations to combine into a hybrid organization. The disadvantage of this strategy is that the motive for merging organizations is based on fiscal benefits and other benefits obtained by the hybrid organization and ignores interested parties.
- b) Separation strategy, this strategy is a separation between organizational units that have a commercial and a social business focus. The drawback of this strategy is the difficulty of an organization member in strengthening their sense of ownership due to organizational separation.

- c) Selective merger strategy, this strategy is to combine organizational units that are felt to have similarities. This strategy can be an effective midway between the two previous strategies. However, when carrying out this strategy, transparency and clarity are needed regarding the use of the hybrid organization's financial income, so that disputes do not occur in the future (Zollo et al., 2023).

3.5. What are the limitations of research on hybrid organizations?

Research limitations on hybrid organizations include a lack of comprehensive understanding of changes in long-held business norms, conceptions of the firm's role in society, and the new meaning of hybrid-driven corporate sustainability. Haigh and Hoffman (2012) suggest that there are also strategies, impacts and implications of hybrid products that have not been fully explored, resulting in a gap in understanding the acceptance of hybrid products by mainstream companies (Haigh et al., 2015). Apart from that, other things related to governance and institutional plurality in hybrid organizations are not widely managed, thus potentially limiting insight into their innovative and adaptive capabilities (Mair et al., 2015). This is the key to the shortcomings of implementing hybrid organizations (Komatsu Cipriani et al., 2020).

Then, multidimensional models for analyzing public/private hybrid organizations are a recent development, indicating the need for further exploration and validation of this approach (Karré, 2022). Additionally, accountability gaps in hybrid organizations, as exemplified in the case of the Port of Malmö in Copenhagen, present significant challenges that require deeper investigation and potential solutions (Grossi and Thomasson, 2015). Finally, although there is increasing research on hybrid organizing in public services, there is still a need for more comprehensive studies to fully understand the sustainability aspects of social entrepreneurship and hybrid organizing in public services (Chaves Júnior et al., 2024). Therefore, Vickers (2017) admits that there are limitations in research on hybrid organizations, including bias towards more successful and innovative organizations that are willing to participate in research. Thus, future research is needed to take a longitudinal approach to further understanding the innovation process in public services and how logics play a role over time (Vickers, 2017).

4. Conclusion

Hybrid organization is a group of both management sciences and organizations that combine various goals, values, obligations, identities and cultural orientations that may conflict with different institutional logics (public, private and third sector). Research on hybrid organizations is currently quite comprehensive with various complexities of problems and findings that have been obtained. This condition challenges the need for further research on the hybrid organization concept. It is important to study existing literature to identify new directions for future research about the adoption of hybrid organizational forms in the public and private sectors to improve corporate performance and efficiency and to face unique challenges and opportunities emerging in new forms of operations such as outsourcing, contracting-out, and public-private partnerships in hybrid modes of governance.

Hybrid Organization has been used in various types of logic. This logic becomes

a reference for organizations in achieving business focus. The fields successfully implemented in the hybrid organization concept include social, economic/business, public, private/private, state, market and civil society. Various types of organizations have successfully applied, including small enterprises, housing projects, infrastructure projects, charity institutions, government projects, and even higher education institutions. The presence of the hybrid organization has succeeded in providing a new idea in the dialectic of organizational theory. So far, it has successfully developed and is able to define the concept of an organization.

The main limitation of this research is that it is based on only one policy area in one particular country, so it is advisable to investigate other countries and other policy areas. Future research requires a more complex concept/insight to be able to explore hybrid organizations more widely. There are many limitations to the research that has been carried out, starting limited stakeholder analysis, minimal research experience, minimal organizational fields, private and public dichotomy, policy preferences, and complex dynamics, which are limitations that need to be evaluated for future hybrid organization research.

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